

Department of General Administration
Alternative Public Works Projects Managed – Question 3

1. North Close Correctional Facility, Washington State Penitentiary (2004-310 H 1-2)

- DB Contractor: Turner Construction Company
- DB Designer: HDR
- Owner Architect: DLR Group
- Contracting Method: Design Build
- Construction Cost: \$130,138,869.00
- Date of Contract: February 22, 2005
- Date of Completion: September 6, 2007
- Narrative:
 Design-build project involving the construction of four 198-bed close-security housing units (792 total beds), one 100-bed Intensive Management Unit, one 98-bed Administrative Segregation Unit, and associated program and support facilities at the Washington State Penitentiary in Walla Walla. The project includes food service, classrooms, recreation, visiting, and new administrative offices. Following completion, DOC submitted the project to the *United States Green Building Council* (USGBC) for LEED® Certification and received notification that project received a LEED® Silver certification for seven buildings.

The project had many challenges between the owner and the design-builder associated with expectations, collaboration, meeting schedule and dealing with project cost. Lessons learned were: project expectations be understood by everyone, project team has to have good communications and chemistry, experience in design-build delivery, trust, and fully understanding the risk and challenges of building a project during high escalation cost and labor shortages.

2. Coyote Ridge Correctional Facility (2006-313 G 1-1)

- DB Contractor: Hunt/Lydig, JV
- DB Designer: Integrus, Inc.
- Owner Architect: Hellmuth Obata Kassabaum
- Contracting Method: Design Build
- Construction Cost: \$190,969,458.00
- Date of Contract: May 19, 2006
- Date of Completion: December 31, 2008
- Narrative:
 This project expanded the existing 600-bed, minimum camp, Coyote Ridge Corrections Center (CRCC), located in Connell, by constructing 2,048 medium-security beds along with associated support space and infrastructure. Following completion, DOC submitted the project to the *United States Green Building Council* (USGBC) for LEED® Certification. On October 29, 2009, DOC received notification that CRCC received a LEED® Gold certification for the entire campus of 21 buildings. This is the first time an *entire* prison campus in the U.S. achieved any level of LEED® certification.

The project had clear expectations that were understood by everyone, the bridging documents were exceptional and allowed sufficient latitude for originality, the project team had good

communications and chemistry, and team members were highly qualified resulting in a very successful project for the state.

3. Campus Center Redevelopment – 1, South Puget Sound CC (2008-150 G 3-1)

- Contractor: Berschauer Phillips Construction Co.
- Architect: SRG Partnership, Inc.
- Contracting Method: Design Build
- Construction Cost: \$8,946,265.00
- Date of Contract: September 4, 2008
- Date of Completion: March 31, 2010
- Narrative:
This is the first community college project done as a DB project. There were three DB teams competing, one dropped out before the pricing submittal, and one bid was extremely high. Negotiations were held with the finalist in order to bring the costs in line with the budget. This project was bid during a busy construction market resulting in only three teams competing. The DB statute allows for negotiations with the highest scored submitter. This allowed us to work with the DB team to bring the project within budget without time loss. The project went well without any cost, schedule or quality problems. The lesson learned is to have the owner team dedicate the time and resources when taking on its first DB project. This light industrial education facility was well suited for DB. The client was a supporter of DB which helped make it a success.

4. Campus Center Redevelopment – 2, South Puget Sound CC (2008-150 J 3-3)

- Contractor: Berschauer Phillips Construction Co.
- Architect: SRG Partnership, Inc.
- Contracting Method: GCCM
- Construction Cost: \$7,205,335.00
- Date of Contract: August 6, 2009
- Date of Completion: N/A
- Narrative:
The project is going well with substantial completion scheduled for Summer 2010. The project is going well with no cost, schedule or quality problems.

5. Natural Sciences Building, South Puget Sound CC (2003-223 H 3-2)

- Contractor: M. A. Mortenson
- Architect: Miller/Hull Partnership
- Contracting Method: GCCM
- Construction Cost: \$22,548,386.00
- Date of Contract: June 8, 2007
- Date of Completion: October 20, 2008
- Narrative:
The building achieved LEED Gold status, one of the first science buildings for the community college system. The project was bid during a tight market resulting in little buy-out savings, the GCCM had a high turnover in the superintendent and project manager positions. Many of the cost issues were not brought forward until late in the project. Some of this was attributed to the

change in personnel and some to the fact the GCCM seemed to be more focused on trying to complete the project early rather than stay current with outstanding cost issues. All the cost issues were resolved through negotiations without the need of an outside mediator or arbitrator. The lesson learned is to be more vigilant on the insisting in getting the right experience level of the individual team members and not rely on the good reputation of the firm.

6. O'Brien Building Renovation, Department of General Administration (2007-022)

- Contractor: Berschauer Phillips Construction Company
- Architect: Ambia, Inc. (Company renamed to Duarte Bryant)
- Contracting Method: GCCM
- Construction Cost: \$26,499,576.00
- Date of Contract: April 2, 2009
- Date of Completion: N/A
- Narrative:
The first phase of this project was completed in an occupied Legislative Office Building. There were continuous issues that had to be resolved between the building occupants and the operations of the contractor. Phase 1 was completed on time. The lesson learned was to have the building vacated for Phases 2, 3, and 4. Vacating the building allowed schedule compression from three years to two years. There are no cost or schedule issues or disputes. Bidding of Phases 3 and 4 will occur in August 2010. Substantial Completion is scheduled for December 2011.

7. Heritage Center, Department of General Administration (2006-117 G 7-1)

- Contractor: M. A. Mortenson Co.
- Architect: SRG Partnership, Inc.
- Contracting Method: GCCM
- Construction Cost: \$546,667.00 (Preconstruction)
- Date of Contract: May 9, 2008
- Date of Completion: N/A
- Narrative – This project was cancelled due to a lack of funding. The project was on schedule, being designed to meet client expectations and within budget at the time of cancellation by the legislature.

8. Gray Wolf Hall, Everett Community College (2005-219 H 3-2)

- Contractor: M. A. Mortenson Co.
- Architect: LMN
- Contracting Method: GCCM
- Construction Cost: \$28,311,541.00
- Date of Contract: July 2, 2007
- Date of Completion: December 12, 2008
- Narrative:
The latest addition to the campus of Everett Community College, Gray Wolf Hall provides 84,000 SF of classroom and faculty office space. Utilizing the GCCM contracting method, this certified

LEED Gold facility was completed within the \$33,000,000 appropriated budget in 2008 and was ready for occupancy in 2009.

9. GLA Building, Cascadia CC (2006-144 H 1-2)

- Contractor: Hoffman Construction Co. of Washington
- Architect: The Miller/Hull Partnership
- Contracting Method: GC/CM
- Construction Cost: \$26,317,468.00
- Date of Contract: April 24, 2008
- Date of Completion: November 6, 2009
- Narrative:

This multi-biennium project, utilizing the GCCM process, was for the design and construction of 53,400 SF of academic and administration space. The project includes a multi-purpose theater/presentation space, dedicated computer and language labs, art studios, classrooms, study spaces, and faculty office space to support the International Student Programs. Originally scheduled to open in Fall 2009, the project endured a series of City of Bothell requirements to update the 2009 Planned Unit Development which resulted in schedule delays. The time delays moved the project into a very favorable bidding climate. The project came in on budget and allowed the inclusion of selected bid alternates. The project was completed within budget and opened for use in December 2009.

10. Science Building, Bellevue CC (2006-123 H 1-2)

- Contractor: M.A. Mortenson Co.
- Architect: The Miller/Hull Partnership
- Contracting Method: GCCM
- Construction Cost: \$27,493,826.00
- Date of Contract: June 20, 2007
- Date of Completion: December 22, 2008
- Narrative:

This GCCM project becomes the focal point at the main entrance to the Bellevue College campus. Working through a series of design challenges, caused by the selected site topography and lines of site to campus building to the west, the team was able to resolve all issues. The designed and constructed facility includes: a variety of lab spaces, study areas, classrooms, and faculty offices. A favorable bidding climate and careful management of the budget resulted in a project completed within budget on time for occupancy in 2009.